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**STATEMENT FOR THE RECORD BY  
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**BEFORE THE**

**SENATE ARMED SERVICES COMMITTEE  
SUBCOMMITTEES ON CYBERSECURITY AND PERSONNEL**

**ON CYBER PERSONNEL AND OPERATIONAL CAPACITY AND CAPABILITY**

**26 SEPTEMBER 2018**

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## **U.S. Cyber Command (USCYBERCOM) Statement for the Record**

USCYBERCOM's mission is to direct, synchronize, and coordinate cyberspace planning and operations to defend and advance national security interests in collaboration with domestic and international partners. Success in cyberspace requires persistent engagement, persistent presence, and persistent innovation. To support the Nation's priorities as a combatant command, USCYBERCOM's focus has shifted from building a cyber force to focusing on readiness, partnerships and building the ethos of a new Command.

USCYBERCOM is diligently working to build a more robust fighting force for the future. We are embracing innovative ways to develop and strengthen our workforce. If we are to maintain our strategic advantage in cyberspace, we must invest heavily in the talent of our people and the resources they need.

USCYBERCOM is acutely aware of the challenges that result from being in persistent contact with the adversary in cyberspace. Our adversaries continue to adapt and evolve...so must we.

### **Operational Readiness**

One component of our evolution is our approach to measuring readiness. As a command, we have evolved from a model focused on building a force to a model that ensures the sustained readiness of the force we've built. Early in our development as a combatant command, we measured readiness based on number of people and the status of their training. Now that we have matured, previously used readiness metrics are not sufficient to provide a holistic readiness picture. The sustained readiness approach we are developing merges capability metrics with capacity metrics to provide a more complete readiness picture. In other words, our new approach assesses readiness in terms of both "capacity" (people and training), as well as "capability" (tools, access, authorities, infrastructure, and intelligence).

## **Workforce**

As a trailblazer for DoD's Cyber Excepted Service (CES) personnel system, USCYBERCOM is using new, fast and flexible hiring authorities to tackle civilian vacancies and recruit talent necessary to build our Combatant Command. Outside the confines of the traditional DoD hiring process, USCYBERCOM is pushing past the norms of laborious, slow hiring by actively recruiting talent through job fairs and hiring events where our teams screen resumes and conduct on-site interviews leading to the best candidates receiving intent-to-hire job offers.

For our military workforce, like the other Combatant Commands, USCYBERCOM relies on the Services to recruit and retain the talent we need to deliver joint force objectives for the Nation. We applaud the diligent efforts of the Services to organize, train and equip cyber operations forces, including fully leveraging recruitment and retention incentives and creating talent management programs that grow a robust cyber workforce.

## **Conclusion**

Whether civilian or military, the men and women of USCYBERCOM are committed to being part of something bigger than themselves. Our men and women want to make a difference for this Nation, and they do – everyday.

USCYBERCOM is a learning organization continuing to innovate and adapt as we posture our force for success in the cyberspace domain. With the sustained support of Congress, USCYBERCOM will build upon our momentum and continue to defend and advance our Nation's national security interests in cyberspace.